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The Director of Central Intelligence

Washington, D.C. 20505

National Intelligence Council

12 March 1984

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[Redacted]  
Deputy Director for Foreign Intelligence  
Defense Intelligence Agency  
Room 3E259, Pentagon

Dear General Cooper,

To confirm our conversation today, I invite DIA to nominate one of its top analysts for a possible tour in the NIC's Analytic Group (AG). In extending this invitation I speak for the NIC's Chairman, Bob Gates, and continue similar invitations made in past years by the NIC to DIA and other offices of the Intelligence Community. Two officers (one NSA, one ACSI) have had such tours in the AG. All parties have profited, and we wish to continue this practice.

The AG is a group of elite, experienced analysts who draft some of the most difficult NIEs and other interagency estimates. These analysts come from varying backgrounds: at present this includes DDI, DDO, the Intelligence Community Staff, DoD, USAF, the faculty of the National War College, the RAND Corporation, and academia. Their drafting chores generally do not involve the explicitly military estimates chaired by NIO/SP and NIO/GPF, but do include estimates on broad strategic and political questions which span regions and disciplines. Examples have included the Soviets and INF, the Soviet global military reach, Soviet military R&D, global instabilities, international terrorism, likely Soviet policy under Andropov, and the USSR and Nordic security. AG members on occasion also draft in-house think pieces or contingency studies. What we look for in AG officers is broad academic and professional background, brains, self-starting and cooperative manners, drafting skills -- especially in the distilling of Key Judgments from a mass of data, forcefulness and articulateness in defending their work, and analytic integrity in going where the evidence takes them.

We have found two year tours to be the most beneficial, but if desired a shorter tour might be arranged, depending upon the skills and resilience of the particular analyst.

Many thanks for your expression of interest. The NIC will appreciate any consideration DIA can give our invitation.

Sincerely,



Harold P. Ford  
Director, Analytic Group

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